



# MARYLAND DEPARTMENT OF AGRICULTURE 2016 Spay and Neuter Grants Program Guidelines for Capital Expense/Equipment Applications



## PROGRAM OVERVIEW

The Maryland Department of Agriculture (MDA) is offering grants pursuant to [MD. AGRICULTURE Code Ann. § 2-1602 \(2013\)](#)

*The purpose of the fund is to reduce animal shelter overpopulation and cat and dog euthanasia in Maryland shelters.*

## BASIC GUIDELINES FOR ALL GRANT APPLICANTS

The following information under the GOLD banners is general guidance with important Program information and other details that may apply to your application. Please read this information first before proceeding to the application-specific guidance under the PINK banners.

There are 3 categories of grant applications: Pet-Focused Projects, Feral Cat-Focused Projects, and Capital Expense/Equipment Requests. Please be sure you are using the correct application and correct guidelines for your specific type of project.

**PLEASE NOTE:** This is a competitive grants program. Submissions are not only judged on their own merits, but also against all other applications.

### ● ELIGIBILITY AND FUNDING CRITERIA AND REQUIREMENTS

- Municipal or county governments or non-profit animal welfare organizations with tax exempt status under 501 (c)(3) are eligible to apply to facilitate and promote the provision of spay and neuter services for cats and dogs.
- A competitive grant proposal (quoting Agriculture Article, §2-1602, Annotated Code of Maryland):
  1. Shall target low-income communities and populations to the maximum extent possible and detail how that goal is to be accomplished;
  2. May target feral cat populations if MDA determines that this targeting does not violate local law.
  3. Shall efficiently and effectively facilitate and promote and increase the provision of spay and neuter services for cats and dogs; and

4. May include public education and outreach components.

- Grant projects must meet the purpose of the Fund. Grant projects that most effectively and efficiently facilitate, promote and increase spay and neuter services for cats and dogs in Maryland will be given priority.
- Applicants must comply with all other statutory and regulatory requirements pertaining to the Spay/Neuter grant program. Applicants should familiarize themselves with those provisions of the Maryland Code. [Program Regulations](#) Link and the [Statutory Link](#)
- The Applicant and personnel described in the application must have the qualifications and resources necessary to perform and complete the project proposal.
- Applicants must complete and submit the grant application, with any required accompanied documents as specified in these Guidelines and on the application forms, by close of business (5:00 PM EST) on or before the posted grant deadline as it appears on the Request for Proposals (RFP) and on the MDA website ([Spay and Neuter Grants Program webpage](#)).
- Applicants must only propose projects that result in a net increase in spay and neuter procedures above the level of service they normally provide or accomplish. These funds cannot be used to maintain the organization's status quo or replace other funds.
- Applicants and their organizations generally should have no history (within the last 3 years) of violations or fines with Maryland Animal Control authorities and any history of violations may be a basis for denying funding. If such prior violations exist, the applicant should provide a thorough explanation in the application of the violation and how it has been rectified.
- The program generally does not provide support to organizations that have lost their IRS tax-exempt status, have unusually high administrative expenses or show other indicators of financial mismanagement. Please make sure your organization is in good standing with the IRS and the State of Maryland.

#### COMPLETING AND SUBMITTING AN APPLICATION

A Request for Proposals (RFP) will be posted online at [Spay and Neuter Grants Program webpage](#) and on Governor's Grant Office-Maryland Grant Opportunities site at [grants.maryland.gov](http://grants.maryland.gov).

The applications are downloadable fillable WORD forms that must be filled out in full and submitted to MDA by close of business (5:00 PM EST) by the proposal deadline, as stated in the RFP. The completed application forms must be submitted in WORD format. Accompanied documents may be in Word, PDF or other commonly supported formats.

Downloadable fillable WORD application forms are available on the MDA Spay and Neuter website ([Spay and Neuter Grants Program webpage](#)). Download the appropriate document and

enter the information requested. Please be as concise as possible, but without sacrificing essential detail. Please check for spelling errors and missing information. Save your completed form to your computer. Be sure to fill out the entire application form. Incomplete applications will not be reviewed.

In addition to the completed application form, all applicants must provide the following:

- A Price Assurance Form from the veterinarian(s) or clinic used as indicated on the application. The required form is available on the Spay and Neuter Grants Program webpage.
- For non-government applicants: Copy of most recent 990 Form (if required) or other appropriate tax form confirming tax exempt status.

Applications are submitted by completing the application form and attaching the completed form, and any required additional pages or documents, to an email and sent to [mda.spayandneuter@maryland.gov](mailto:mda.spayandneuter@maryland.gov). The time and date MDA receives this email will be considered the submittal date and time of the application. Applicants will receive a notice from the system confirming the receipt of the email with attachments. Applications submitted to any other email address, faxed or mailed WILL NOT be accepted. We recommend that you retain a copy of your sent email with the attachment in your email archive for your records.

**Important Note:** Once emailed and received by MDA, no changes or updates may be made to the application and no additional information may be added, except at MDA's request. Applicants may only request a submitted application be withdrawn.

This email address ([mda.spayandneuter@maryland.gov](mailto:mda.spayandneuter@maryland.gov)) must only be used to submit applications, Quarterly Project Progress, and Final Project Fact Sheets and **not** for any other inquiries or correspondence. For any other Program-related correspondence, please contact [Jane.Mallory@maryland.gov](mailto:Jane.Mallory@maryland.gov) or call Jane Mallory, Program Coordinator, Spay and Neuter Grants Program at (410) 841-5766. Any emails that are not application or report submittals sent to [mda.spayandneuter@maryland.gov](mailto:mda.spayandneuter@maryland.gov) will not be answered or forwarded.

### **Number of applications and continued support:**

Multiple project proposals submitted by the same applicant are permitted but not encouraged. Qualified applicants may apply for one or more project types, but must submit separate category-appropriate application forms with appropriate supporting documents. Pet-Focused, Feral Cat-Focused and Capital Expense/Equipment projects may not be presented in the same application form.

If submitting multiple applications, the applicant must provide sufficient evidence of the qualifications, personnel, experience, and resources that would be necessary to perform and complete all work proposed in all the applications combined. Do not submit multiple applications in a single grant cycle unless your organization is clearly able to establish it has the capacity to perform all of the proposed projects at the same time.

Organizations submitting multiple applications must indicate which application has the highest priority. The Spay and Neuter program has limited funding and receives far more proposals than can be funded in any given year.

**Joint applications:**

Multiple organizations may partner and present a joint application. In this case, a LEAD Organization must be specified in the application to be the recipient of the funds if funded. All organizations must agree that the Lead will allocate funds to the partner in whatever schedule the partners have agreed upon. All organizations must include information for Sections A-Proposal Administration Information and Section B-Point of Contact & Organization Information for all organizations, listing the LEAD first. The duties of each organization are then described in the Project Description and Work Plan of the application.

If funded, all organizations must be signatories on the Grant Agreement and must provide the required reports, either separately or jointly.

As part of the program legislation, MDA is required to collect quarterly shelter survey data from all county shelters. This data is used to track the impact the program has on intake and euthanasia numbers over time. If more than one of the joint applicants maintains a shelter, both organizations are required to report shelter survey data until the program sunset in 2022.

**PROJECT BUDGET LIMITS**

The **minimum grant** request is **\$5,000**.

**There is not a maximum grant amount** at this time but please be aware that the overall program budget (which includes program operating expenses) is limited and total requests for grants far exceed available funds. MDA will strive to fund those projects that can most efficiently and effectively achieve the purposes of the program.

Please consider the amount of funds requested relative to your organizations current operating budget and capacity. Applications should clearly establish an organization's capacity to undertake a project and the ability to handle increased staffing and resource needs associated with the project.

**BUDGET REQUIREMENTS**

The Budget Line Item section is very important for all applications. It is crucial that you demonstrate in your application and detailed work plan that each line item is necessary to the specific project and relates to the overall purpose of the program: sterilizing cats and dogs to reduce shelter intake and euthanasia. While some employ the "shotgun strategy" (i.e.: *Throw everything in and let the reviewers delete what they don't like*), we do not recommend this strategy and it can negatively impact your grant review. Applications should demonstrate a thoughtful effort by applicant to limit expenses to those that most effectively and efficiently increase spay and neuter services and reduce intake and euthanasia.

Budget items must be detailed enough to show what will be done with the funds. Vaguely written items (for example: Misc. Materials- \$1,000) will not be considered, will be red-lined during the review process, and may even downgrade the proposal's overall review.

However, detailed breakdowns are not required for the veterinary sterilization package offered by the veterinary practice.

**Rabies Vaccine:** A rabies vaccination is required for all dogs and cats without proof of a current rabies vaccination. Offering free pre-operative rabies vaccinations can serve as an incentive for the public to bring their pets in for altering. Be sure to factor this into your budget. All budgets must include the cost of rabies vaccine for each animal, capped at a maximum \$5.00/dose.

**Other medications:** MDA expects all grant recipients to meet the Maryland Board of Veterinary Medical Examiners minimum standards of care for spay and neuter procedures and care of animals altered under the program. You should budget for any equipment or medicine, including post operative pain medicine, as the attending veterinarian deems appropriate for a spay/neuter service. These costs are generally included in the Veterinary Services line item.

### SOME COMMON ALLOWABLE AND PROHIBITED EXPENSES

The following are examples of some allowable expenses. If you have an expense that is not listed here it does not necessarily mean it is prohibited. Please contact the Program Coordinator to discuss if you are unsure.

- **Special training:** MDA requires any recipient of grant funds to meet all standards of care set forth by the Maryland Board of Veterinary Medical Examiners for the practice of veterinary medicine in the State of Maryland ([\*Maryland Standards and Practices\*](#)). We strongly support training for individuals that further elevate capabilities in spay/neuter techniques for High-Quality High-Volume Spay/Neuter (HQHVSN) operations. Special consideration may be given to grant applicants who have this specialized training or are proposing for this specialized training. Likewise training in the proper and safe application of non-surgical zinc neutering (such as neutering with Zeuterin™ injectable solution) is also allowable. Funding requests may include the following types of costs: expenses associated with travel, lodging, and course costs in these techniques. This should be detailed in budget line items as to who would attend, where, what program will be attended and cost per person per day. Training requests should be connected with a proposed pet or feral cat-focused project.
- **Equipment and supplies:** This covers those medical and non medical items (durable or exhaustible), that directly results in an increase in the number of spay/neuter procedures and which are necessary for the applicant to carry out the project. If a durable equipment request in this budget category exceeds \$5000 you must prepare and submit a separate Capital Expense Application. These items must be related to and explained in the project work plan, and must be necessary to achieving the goals of the project and program. For durable items (life over 1 year) you must explain how it will have a lasting benefit to the program purpose beyond the term of the grant. For equipment identify each piece of equipment and include quote from supplier.

**Capital expenses/equipment requests** are generally larger (greater than \$5,000) equipment requests and do not include funds requested to perform a set number of procedures (such as pet-focused or feral-focused applications). Equipment requests in this category may include durable surgical equipment and surgical supplies for a new stationary spay/neuter clinic, for the expansion of an existing clinic or to obtain and equip a mobile clinic. You must make a case that the capital expense/equipment will aid in increasing the number of spays and neuter procedures and the number of altered animals in Maryland, and explain how it will have a lasting benefit to the program purpose beyond the term of the grant. *More information about capital expense/equipment requests may be found in the Capital Expense/Equipment Guidance and Application form.*

- **Transportation assistance\*:** Because travel to/from appointments is often challenging for many people and can affect a pet owner's decision to get their animals altered, we highly encourage you to include a travel assistance outreach element to your project and budget. If your experience has shown this is not the case in your particular area or transportation is routinely handled by volunteers and a budget is not required, please state this in your project description narrative. Transportation assistance should be calculated at the cost per mile. The applicant should use the IRS determined rate. <https://www.irs.gov/uac/Newsroom/2016-Standard-Mileage-Rates-for-Business-Medical-and-Moving-Announced>
- **New technical staff or other personnel:** This expense is limited to personnel necessary to effectively and efficiently increase the delivery of spay and neuter procedures related to the proposed project as detailed in the work plan. Examples might include: outreach coordinators, or transport drivers. This is only intended to increase staff, not replace existing personnel and this must directly relate to increasing the number of spay and neutering procedures and altered animals by the applicant. Personnel requests must relate to the activities in the proposed project and generally applicant should be able to show there are special circumstances or other unique challenges requiring personnel costs. The cost of new staff is only covered during the period of performance of the grant and not in perpetuity.
- **Marketing/Outreach costs:** This may include printing and distribution of outreach material, and other expenses related to outreach to the target community or population. These items must be directly related to spay/neuter and explained in the project work plan.
- **Veterinary sterilization package offered by the veterinary practice:** All costs associated with providing the veterinary services and sterilization procedure should be included in the Veterinary Services line item on a per animal basis. There is generally no need to list individual items in the veterinary sterilization package. Applicants should not list a separate line item for the veterinarian's and vet technician's time, or for any other item customarily associated with providing the veterinary services and sterilization procedure. Standardizing these budget items will help facilitate MDA's review process.

\*Applicants are encouraged to look for ways to make transportation a cost share item, and thereby leverage grant funds to make their application more competitive. This is an area applicants have found ripe for cost sharing.

## PROHIBITED EXPENSES

The program has limited annual funds, with a goal to fund projects that spay and neuter as many animals as possible, and that can have the greatest impact on reducing shelter overpopulation and euthanasia. The following are examples of items that, while they may have value, are not necessarily a good allocation of these limited resources, and therefore may not be considered.

- **No Co-Pays Are Allowed:** Requiring a co-pay for any service or cost is not permitted for projects funded by this program. The cost of procedures must be all inclusive (materials, veterinary services, rabies vaccine, and all required pre and post operative medicines/exams related to the procedure). Be sure to keep this in mind when developing budget line items and calculating your cost/animal information in the Expected Outcomes section.
- **Requiring Other Procedures Is Not Allowed:** Providing the spay/neuter services paid for under this program cannot be contingent purchasing other services.

### Examples of expenses that may not be allowed:

- Overhead, office equipment and supplies, name tags and uniforms.
- Capital Campaigns and large construction projects.
- Giveaways (such as promotional items other than pamphlets, postcards and other educational materials).
- Flea treatments, de-worming, ear-cleaning, bathing, and microchipping.
- Web design and hosting, professional photography.
- Vaccines (other than rabies), blood tests and other tests.
- County pet licenses. It is important for government applicants to note this and find alternative funding for licensing.
- Contingency funds. While a contingency fund is not an allowable expense, if in the course of a sterilization procedure, complications arise that necessitate additional medical treatment, and the Project Manager may get subsequent approval from the Program Coordinator to use project funds to cover the cost.
- Education curriculum development. This type of expense is under review and currently not considered an allowable expense.

Applicants who have these types of items as part of their project should find ways to fund them through other sources and can list such items in the “Cost-Sharing and In-kind Contributions” section of the application (provided they are related to the project and program purpose). Please contact the Program Coordinator if you have a question about a proposed expense.



## TARGET AREA AND TARGET NUMBERS

### Target Areas:

Whether an application is focusing on pets, feral cats, or for capital expense, target areas should be as specific and as focused as possible. A target area should be a realistic and manageable size for the applicant's capacity. For pet projects: a neighborhood, zip code, housing block, etc. For feral cat projects: the locations of a specific colony or colonies. Proposing to target an entire city, county or whole portions of the state may be perceived as overly ambitious for many applicants. Large target areas may make it difficult to predict and evaluate impact to shelter intake and euthanasia rates.

Applicants should also remember that this program is a multi-year program and there will be more opportunities to apply for funding to cover other areas. *Not every target site must be done at once.*

### Choosing a Target Area:

Sources of Shelter Intake: Target areas need to directly relate to those areas identified as sources of intake for the county shelter in which the target areas occur. It is imperative that applicants coordinate with animal control and local shelters and confirm that their proposed target area(s) will ultimately help reduce intake at a shelter or shelters, or seek their direction as to what would be the best target area. For those counties without county shelters or with limited facilities, applicants should investigate whether applicant's target area contributes to the adjacent county shelter's intake. All coordination should be discussed in the application and any letters of support should be included.

Looking for the Gaps and Redundancy: A **Project Map** showing all the current and past projects funded by the Program **is posted on the program webpage**. A review of this map will show where work has been or is currently in progress and where projects may be needed. MDA strongly recommends that all applicants look at the map to make sure their target area is not duplicative of another project. If your target area duplicates another funded project site, you should coordinate with the contact person for that project and see if your proposal complements their effort or can with some adjustment. You should include a discussion of this process as part of your target area justification in your application. Duplication of target areas of other funded projects with no justification may be a basis for downgrading the proposal in the review process.

### Target Numbers:

MDA expects applicants to choose their target number (i.e. the number of animals to be altered with the project funds) with care and should determine this number based on how many unaltered animals are currently in the target area. Applicants should discuss the method by which they estimated the number of unaltered animals living in the target area (either by use of proven formulas detailed in the specific guidance below or by direct knowledge, such as reliable data on feral cat colony size, etc).

Applicants should discuss the animal demographics of their target area and specify what percentage of the unaltered animals in their target area the applicant proposes to alter. Once a project begins, if the actual conditions in the field differ from what was anticipated when using a formula to estimate numbers, grantees may use the quarterly reporting form to include this



new information. If a funded project needs to change its target area to achieve the target number of animals, this is possible through coordination with and permission from MDA to revise the parameters of the target area with a MDA-approved change of scope request.

Target numbers should also reflect a “Net Increase” in the number of animals currently being altered or arranged by the applying organization.

### **Estimating Number of Unaltered Pets:**

For Pet-Focused applications it is important in the Target Area section to provide an estimate on the number of unaltered pets in your target area. This may also be useful information in a Capital Expense/Equipment application to demonstrate need and justify the request for funding and a Feral Cat-Focused application in any discussion on the correlation of unaltered pet cats and the subsequent populations of feral cats in a target area.

Please estimate the unaltered pets in your targeted area by using the Pet Estimate Tool, available by following the link below or visiting the Program webpage and downloading the tool located under the Application Materials Section. Please follow the instructions to this easy to fill-out tool provided in Excel and provide a printout of your calculation with your application.

[Demographic Guidelines and Tool](#)

[Pet Estimate Tool](#)

## **REVIEW AND NOTIFICATION PROCESS**

The grant review process from the submittal deadline to notification of approval is usually completed within 60 days. During this time, MDA conducts a Due Diligence check on all applicants to confirm eligibility, tax status, good standing of project veterinarians with MDA Vet Board, and good standing of applicant with local animal control agencies. The Advisory Board reviews and evaluates each grant application **competitively** in relation to all applications, with focus on how well the project addresses and meets program requirements and goals, the potential beneficial and measurable impact on shelter intake and euthanasia rates, applicant experience and capacity, and cost effectiveness of the proposed effort with respect to program purpose. The Advisory Board then submits their recommendations for funding to the Secretary of Agriculture. The Secretary has final approval on all applications.

Awards go to proposals that most effectively meet the purpose of the Fund and best meet grant criteria under this competitive grant program. Funded grant amounts may differ from requested amounts. If changes in funded amounts are required, MDA coordinates any changes with the Primary Point of Contact (POC) listed on the application prior to finalizing the grant agreement.

All applicants (both recommended and not recommended for funding) are notified by email sent to the Primary Point of Contact listed on the application. Notifications are sent as promptly as possible after the final funding decision by the Secretary.

MDA sends out grant agreements to grant recipients within 30 days following approval. MDA will notify the recipients by emails when the Grant Agreements have been mailed out. Grant

recipients must return their signed agreements to MDA within 30 days after this notification. Recipients must not commit any funds until the Grant Agreement is signed, returned to MDA, finalized by MDA, and the recipient has received their signed copy back.

**Please Note: If the grant agreement is not returned to MDA within required time, MDA may choose to withdraw the grant offer and reallocate the funds.**

It is highly recommended that prior to any award, all applicants review the Grant Agreement example that appends the posted RFP and make sure their organization's officers (including any legal staff) are aware of the requirements within the Grant Agreement and the 30 day limit for signing and returning the agreement to MDA.

### **SOME COMMON REASONS AN APPLICATION MAY BE TURNED DOWN**

Applicants should keep in mind that this is a competitive grants program with limited annual budgets. Unfortunately for this reason it is quite possible that good applications could still be turned down simply due to stiff competition and lack of funds.

The following are examples of other reasons an application may be turned down.

- Incomplete Application or Incorrect Format: All application fields MUST be filled in and returned to MDA in WORD format using the correct application form.
- Ineligible Applicant: Applicants must be registered with the IRS as a 501 (c) (3) or be a Maryland state or local government agency or department.
- Fines and Violations: Applicants with a history of violations with local Animal Control Agencies may be considered ineligible.
- Lack of Clarity or Details: Request does not state a specific purpose or does not provide adequate explanation or information.
- Limited Resources/Budgetary Constraints: Grant budget for the proposed project is inadequate to accommodate the request.
- Application does not establish applicant's ability to complete the project.
- Request Does Not Meet RFP requirements and program guidelines.
- Other Concerns/Poorly Presented: Application is vague or incomprehensible, contains excessive errors. Putting information in the wrong section of the application hinders the review process.
- Applicant does not clearly demonstrate that the funds would be used to increase their capacity (i.e.: does not show a net increase in sterilizations above what they normally do).
- Poorly described and unjustified budget items.
- Failed to demonstrate an attempt to coordinate with animal control and/or correlation between their project and the intake and euthanasia data from the county shelter.
- Failed to indicate how many surgeries would be done with the grant funds and what the cost per animal would be.
- Poor performance on previously funded projects (such as late reporting, unresponsive to communication requests from MDA, unapproved changes in project scope and

expenditures of funds, failure to reach target number of animals without discussion with the Program Coordinator as to reason, etc.).

- The proposal duplicates an existing effort.
- Project site falls outside of Maryland.
- Failed to demonstrate that they considered MDA's recommendations on any turnaround notice for previous applications.
- Unrealistic number of animals proposed to be altered in the given time frame.
- Missed the stated submittal deadline on the RFP.



## CAPITAL EXPENSE/EQUIPMENT APPLICATION

The following information (under the pink banners) is guidance to those applicants who are proposing funding for capital expenses (equipment) only.

### **The Basics:**

If you are considering submitting a capital expense/equipment application, please consider the following. MDA is supportive of capital expense/equipment requests as long as the requests will result in an increase of no/low cost spay and neuter services for pets in low-income communities or populations and feral cats, and will result in a reduction in shelter intake and euthanasia-consistent with the purpose of the program. Therefore it is imperative that any capital expense/equipment application demonstrates the request will be an effective and efficient use of the program funds.

### **Request Amount:**

As with the other types of projects, there is a \$5,000 minimum for a Capital Expense/Equipment request. Equipment request less than \$5,000 should be part of a pet or feral cat-focused application. While there is not currently a cap on the amount that can be requested, applicants should be aware that the overall program annual budget is finite and it is the Program's goal to increase spay/neuter and reduce animal intake to the greatest extent possible for as many areas of need as possible for each cycle. Because funds are limited capital expense/equipment requests should be as reasonable as possible and exorbitant requests will not be recommended for funding. A request that represents a substantial percentage of the overall program budget is likely not to be recommended. Be thoughtful in your request, look for any opportunity to cost share and obtain the best price possible for purchases.

### **Examples of What Will Be Considered:**

- Durable surgical equipment for outfitting a new low cost spay/neuter clinic or the expansion of an existing low cost spay/neuter clinic and medical supplies needed to operate a clinic for the first 3 months.
- Durable surgical equipment to retrofit a van or RV to serve as a mobile spay/neuter clinic and medical supplies needed to operate for the mobile clinic for the first 3 months.

- Purchase or lease of a new or used equipped mobile clinic.
- Purchase of upgraded equipment if the proposed upgrade will substantially increase surgical capacity.

#### **Examples of What Will Not Be Considered:**

- Office equipment, office supplies, computers, and anything else not required to perform spay/neuter procedures.
- Building construction and building leases or other capital campaign expenditures.
- Reimbursements for equipment already purchased.
- Cost of replacement of equipment already in use.
- Other vehicles (transport of animals should be proposed as part of a pet or feral cat-focused project and be presented as a cost/mile budget item request).
- Equipment primarily for sheltering animals or maintaining feral colonies after spay or neutering.
- Personnel costs and salaries for staff at the expanded clinic or mobile clinic.

#### **Regarding New or Expanded Spay/Neuter Clinics:**

In order to maximize the impact of capital expense grants to expand existing clinics or open new clinics, applicants for this type of funding should demonstrate the following:

- Must commit to provide a number of no cost/low cost surgeries (as specified by the applicant and stated in the Grant Agreement) for no less than the 5 year period of performance (see more about this in the section detailing the application to follow).
- Make a commitment that a substantial percentage of efforts be directed to pets in low-income communities or feral cats.

#### **Regarding Mobile Clinics:**

MDA and Advisory Board will consider applications for mobile clinics. However because these can represent a sizable commitment of Program dollars, it is important that applicants explore all options available, such as considering whether to purchase a new or used vehicle, lease, or retrofit a vehicle the organization already has.

For those considering a mobile clinic, here are some information sources that may be helpful:

The Guidebook to Mobile Spay/Neuter Clinics (from SpayUSA.org.) a compilation of information, reports, flyers and other materials from programs from across the country. <http://www.spayusa.org/assets/pdfs/guidebook-mobile-spay-neuter-clinics.pdf>

A variety of articles, reports and materials compiled by the ASPCA and accessible on the ASPCA website <http://www.aspcapro.org/search/index/mobile%20spay%20neuter%20clinic>

Did you know that additions to existing clinics and mobile clinics must be inspected and licensed? Did you know that if you purchase an existing clinic or used mobile clinic, the license may not be transferable and you may need an inspection and new license? If you have questions contact the Maryland State Board of Veterinary Medical Examiners <http://mda.maryland.gov/vetboard/>

**Business Plans:**

Applicants proposing funds for a new clinic, a clinic expansion or a mobile clinic must also submit a complete 12-month Business Plan. This plan should include but not be limited to the territory covered, % of people in area that are low income, what the organization will be paying for and how the organization will fund ongoing operation, information on space to be utilized (for instance, is the building to be used for a clinic under construction, is completed, etc), and key personnel. A plan must also discuss obtaining an inspection and license by the Maryland Board of Veterinary Examiners.

Business Plans for Mobile Clinics must also provide an Operation and Maintenance Section that discusses how and where the vehicle would be used and stored, identify insurance, inspection certificates, maintenance schedule, and how operation and maintenance costs will be covered.

Here are some resources on Business Plans that may be helpful. These documents are also posted on the Program webpage.

[Making Plans to Make a Difference - ASPCA](#)

[Spay and Neuter Clinic Marketing Plan-Petsmart Charities](#)

Here are some examples of Business Plans:

[Sample Business Plan- Humane Society of US](#)

This example is a Business Plan made public for a real clinic in Maryland. (MDA has redacted names in this copy):

[Example of a Business Plan](#)

The Guidebook to Mobile Spay/Neuter Clinics (listed above) also contains an example of a business plan (see page 35 of the guidebook).

**Reporting Requirements:**

The Program must demonstrate that each expenditure of Program funds is increasing spay and neuter and thereby decreasing intake and euthanasia statewide, therefore reports are required from all grant recipients. Recipients of capital expense/equipment funds for clinics will be required to provide quarterly progress reports for the full 5 years of the project period of performance. Reports will detail the number, type and location of no cost and low cost

procedures performed each year, challenges faced and any updates to their program. Mobile clinics will also be required to provide maintenance records, proof of insurance, and mileage. Templates for these reports will be available on the Program webpage.

### **Equipment and Vehicle Ownership Disposition Agreements:**

Capital expense/equipment requests typically represent a substantial commitment of Program funds for items that are durable and valuable long after project's 5 year period of performance. MDA must ensure that equipment purchased with Program funds are used for the purpose and term stated in the Grant Agreement. If for any reason a recipient cannot fulfill the obligation in the Grant Agreement, the equipment (including any mobile clinic vehicle purchased with program funds) must revert back to MDA.

Mobile clinics purchased with program funds shall have MDA as a co-owner on title until the completion of the period of performance.

The sale, transfer, donation or disposal of equipment or vehicles is strictly prohibited. Equipment or mobile clinics that are not used for a period more than 3 consecutive months may be signed over and returned to MDA.

## **APPLICATION GUIDANCE**

The following provides guidance on how the applicant might address selected application sections in the Capital Expense/Equipment Application form. The applicant should also carefully review the General Guidance above (under the **GOLD** banners) for more helpful information, especially with regards to budgets, prohibitions and requirements.

### **C-I-A: PERIOD OF PERFORMANCE**

**THE PERIOD OF PERFORMANCE:** This section is the length of time the capital expense will be used for providing no cost/low cost procedures for pets of low income Marylanders and feral cats under the grant. You should list the month/year of the acquisition of the capital expense item(s) with the end period to be at least 5 years beyond the start date.

When choosing your dates, you should keep in mind that after the application due date, there may be one to 3 months before awards are made and agreements sent and signed, so you should choose your start and end date with this in mind.

### **C-I-B: REQUEST TYPE**

In this section you should describe your request. Examples of some request types can be durable medical equipment and expendable medical supplies (for the first 3 months of operation) for a new or expansions of an existing clinic, equipment for retrofitting a van or RV to serve as a mobile clinic, a new or used mobile clinic.

Building rentals and leases, construction, office equipment, and operating costs do not qualify. The Program also will not fund reimbursements for items already purchased or to replace existing equipment (unless to upgrade equipment that would result in a substantial increase in capacity to perform procedures), or intended to serve only shelter animals.

This section should be brief: one or 2 paragraphs that summarize your intent. The specific details are asked for in other sections of the application form.

## **C-2: NEED FOR REQUESTED CAPITAL EXPENSE/EQUIPMENT**

Fill in only the section that applies to your specific request. In those sections that do not apply, fill in "N/A". Your discussion for NEED should include a discussion of your Target Area (the area where you plan to provide or currently provide service and how your service area may possibly expand if funded). You should include demographics and estimate to the best of your abilities the number of animals in need of service (both pet and feral).

### **C-2-A- Equipment for New Clinics (stationary or mobile) or Mobile Clinics:**

Applicants need to justify the need for a clinic in the target area. Applicants should discuss the present availability of no cost/low cost spay and neuter facilities in their target area. They should identify existing clinics, and to the best of their ability discuss proximity to those low income populations and feral colonies. To the extent possible applicants should discuss the backlog or wait period of those clinics in the area, if any. Applicants should coordinate with local Animal Control and shelters to verify that a clinic is needed and the areas of most need.

### **C-2-B-Equipment for Expansion of Existing Clinics:**

Applicants should discuss the need to expand their existing clinic. They should discuss how many no/low cost procedures they have performed for the last 2 years and what backlog and wait time they currently have.

**NOTE:** All sections above must include a **Map**, delineating where service will or currently covers. The map should be on a separate document and included with the completed application form. This can be a PDF with the area indicated by a hand-drawn or computer generated polygon.

## **C-3: EXPECTED BENEFITS**

**THE EXPECTED BENEFITS** section is one of the most important sections of the application as this is a way to measure the success of your project and how your project helps meet the goal of the program: to reduce intake and euthanasia in Maryland shelters. It is important that benefits be quantified to the extent possible.

### **C-3-A-Expected benefits that will be derived from this capital expense:**

Discuss in terms of increasing your capacity, efficiency, availability of spay/neuter to low income Marylanders and/or feral cats, and where and to what degree this expense will impact intake at



shelters in your target area. It is important to quantify this to the extent possible. Will this help increase your capacity? Your annual spay/neuter numbers? Your efficiency? Your service area?

Applicants should discuss current intake and euthanasia in the facilities in their project area (quoting numbers) based on the most recent shelter data, their coordination (or attempts to coordinate) with local shelters and animal control agencies to confirm that their target area is a source of intake for the shelter and the project is expected to beneficially impact shelter numbers.

**SHELTER DATA:** Shelter data is public information and should be available from shelters on request. Quarterly shelter data is also collected by MDA. If you are having difficulties obtaining the quarterly statistics you need, you can make a request to MDA by sending an email to Jane Mallory, Spay and Neuter Grants Program Coordinator at [Jane.Mallory@maryland.gov](mailto:Jane.Mallory@maryland.gov). In the request you must specify for what facility and time period you wish the data to cover. **Please keep in mind, MDA does not have data on specific locations that are sources of intake for shelters.** This information must come from the shelters themselves or other knowledgeable organizations.

### **C-3-B-Commitment to provide service:**

The benefit of the Pet or Feral-focused applications in terms of numbers of animals altered is clear because the applicants have committed to use their funds primarily to alter a specific number of animals.

Because capital expense items are often expensive durable items that have a use and value well beyond the funding year and in order to justify allocating funds for clinics or mobile clinics, MDA needs a commitment from recipients of capital expense funds for a certain number of altered animals until the end of the period of performance. In this section, applicants seeking funds for new or expanded clinics should discuss their annual commitment to provide no/low cost spay/neuter serviced to low income Marylanders and to feral cats.

## **C-4: ORGANIZATION'S SPECIFIC QUALIFICATIONS AND PLANS**

Applicants applying for funds for capital expenses should demonstrate to MDA that the applicant is qualified to make use of the equipment in the request.

In addition to what has been provided in Section B (and without repeating this information), please discuss your organization's specific capabilities or experience with regards to this proposed expense. For instance, if you are applying for equipment for a new clinic, please discuss your prior experience or knowledge with the operation of a clinic. If applying for a mobile clinic, discuss your organization's experience using and maintaining this type of equipment.

This discussion need only be several paragraphs with details to be presented in the required Business Plan. The Business Plan will demonstrate to MDA that the applicant fully understands what is involved with the operation of a clinic and have realistic expectations of what is

required. Applicants must provide a Business Plan that covers the establishment and first 12 months of operation.

Applicants requesting funds for a mobile clinic must also include an Operations/Maintenance and Use section to their plan that demonstrates they know the cost and work in maintaining the vehicle element of the mobile clinic.

## **D: CAPITAL EXPENSE BUDGET SPECIFICS**

### **D-1-Capital Expense Cost:**

The fiscal goal of the Program is to ensure that every dollar is spent wisely and ultimately increases spay and neuter state-wide to the maximum extent possible. It is for this reason we ask applicants to be as cognizant as possible about the Program goals and limited funds per cycle. Applicants should plan to spend Program funding as efficiently as possible. In this section, applicants should discuss why they chose a specific vendor or option.

For example, these types of consideration should be included in this section:

- An applicant wishing for funds for a mobile clinic may have located a good used clinic that would fit their needs and be more cost effective than a new clinic, even if it means going out of state to purchase it.
- An applicant may already have a vehicle that can be retrofitted as a clinic.
- An applicant may have a discount agreement with an equipment supplier.

The applicant must also provide a list and vendor quote for the item(s) they wish to purchase.

### **D-2-Cost Sharing:**

Cost sharing is strongly encouraged, especially for capital expenses that typically have a use and value to an organization beyond the Grant Agreement period of performance. Efforts to demonstrate cost sharing will be looked on favorably during the review process.

In this section please detail what your organization (and any partners) will contribute to this effort. Applicants should estimate a dollar worth to any in-kind contributions.

## **E-PROJECT SUPPORT AND ENDORSEMENTS**

As stated in Section C-3-A, we expect applicants to coordinate with County Animal Control and shelters to corroborate that a clinic or increase operational capacities would be beneficial and help reduce intake in the target area. The Project Support section should document how the applicant has made an effort to gain support for their project. In addition to support letters or emails from local Animal Control and Shelter managers, endorsements can also include other local government agencies and other organizations.